

Logon

\*\*\* It is now 4/27/08 9:10:53 PM \*\*\*

## Welcome to DialogLink - Version 5 Revolutionize the Way You Work!

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- Derwent World Patents Index (for users in Japan) (File 352)
- Derwent World Patents Index First View (File 331)
- Derwent World Patents Index (File 351)
- Derwent World Patents Index (File 350)
- Ei EnCompassPat (File 353)
- European Patents Fulltext (File 348)
- French Patents (File 371)
- German Patents Fulltext (File 324)
- IMS Patent Focus (File 447, 947)
- INPADOC/Family and Legal Status (File 345)
- JAPIO - Patent Abstracts of Japan (File 347)
- LitAlert (File 670)
- U.S. Patents Fulltext (1971-1975) (File 652)

- U.S. Patents Fulltext (1976-present) (File 654)
- WIPO/PCT Patents Fulltext (File 349)
- TRADEMARKSCAN - U.S. Federal (File 226)

#### DialogLink 5 Release Notes

New features available in the latest release of DialogLink 5 (August 2006)

- Ability to resize images for easier incorporation into DialogLink Reports
- New settings allow users to be prompted to save Dialog search sessions in the format of their choice (Microsoft Word, RTF, PDF, HTML, or TEXT)
- Ability to set up Dialog Alerts by Chemical Structures and the addition of Index Chemicus as a structure searchable database
- Support for connections to STN Germany and STN Japan services

Show Preferences for details

? Help Off Line

\* \* \*

Connecting to Rob Pond - Dialog - 264751

Connected to Dialog via SMS00205790

? B 15, 9, 610, 810, 275, 476, 624, 621, 636, 613, 813, 16, 160, 634, 148, 20, 35, 583, 65, 2, 474, 475, 99, 256, 348, 349, 347, 635, 570, PAPERSMJ, PAPERSEU, 47

>>>W: 476 does not exist

1 of the specified files is not available

[File 15] ABI/Inform(R) 1971-2008/Apr 26

(c) 2008 ProQuest Info&Learning. All rights reserved.

[File 9] Business & Industry(R) Jul/1994-2008/Apr 24

(c) 2008 The Gale Group. All rights reserved.

[File 610] Business Wire 1999-2008/Apr 27

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*\*File 610: File 610 now contains data from 3/99 forward. Archive data (1986-2/99) is available in File 810.*

[File 810] Business Wire 1986-1999/Feb 28

(c) 1999 Business Wire . All rights reserved.

[File 275] Gale Group Computer DB(TM) 1983-2008/Apr 21  
(c) 2008 The Gale Group. All rights reserved.

[File 624] McGraw-Hill Publications 1985-2008/Apr 25  
(c) 2008 McGraw-Hill Co. Inc. All rights reserved.

*\*File 624: Homeland Security & Defense and 9 Platt energy journals added Please see HELP NEWS624 for more*

[File 621] Gale Group New Prod.Annou.(R) 1985-2008/Apr 10  
(c) 2008 The Gale Group. All rights reserved.

[File 636] Gale Group Newsletter DB(TM) 1987-2008/Apr 23  
(c) 2008 The Gale Group. All rights reserved.

[File 613] PR Newswire 1999-2008/Apr 27  
(c) 2008 PR Newswire Association Inc. All rights reserved.

*\*File 613: File 613 now contains data from 5/99 forward. Archive data (1987-4/99) is available in File 813.*

[File 813] PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc. All rights reserved.

[File 16] Gale Group PROMT(R) 1990-2008/Apr 22  
(c) 2008 The Gale Group. All rights reserved.  
*\*File 16: Because of updating irregularities, the banner and the update (UD=) may vary.*

[File 160] Gale Group PROMT(R) 1972-1989  
(c) 1999 The Gale Group. All rights reserved.

[File 634] San Jose Mercury Jun 1985-2008/Apr 24  
(c) 2008 San Jose Mercury News. All rights reserved.

[File 148] Gale Group Trade & Industry DB 1976-2008/Apr 09  
(c)2008 The Gale Group. All rights reserved.  
*\*File 148: The CURRENT feature is not working in File 148. See HELP NEWS148.*

[File 20] Dialog Global Reporter 1997-2008/Apr 27  
(c) 2008 Dialog. All rights reserved.

[File 35] Dissertation Abs Online 1861-2008/Nov  
(c) 2008 ProQuest Info&Learning. All rights reserved.

[File 583] Gale Group Globalbase(TM) 1986-2002/Dec 13  
(c) 2002 The Gale Group. All rights reserved.  
*\*File 583: This file is no longer updating as of 12-13-2002.*

[File 65] Inside Conferences 1993-2008/Apr 25  
(c) 2008 BLDSC all rts. reserv. All rights reserved.

[File 2] INSPEC 1898-2008/Mar W5  
(c) 2008 Institution of Electrical Engineers. All rights reserved.

[File 474] New York Times Abs 1969-2008/Apr 26  
(c) 2008 The New York Times. All rights reserved.

[File 475] Wall Street Journal Abs 1973-2008/Apr 27  
(c) 2008 The New York Times. All rights reserved.

[File 99] Wilson Appl. Sci & Tech Abs 1983-2008/Mar  
(c) 2008 The HW Wilson Co. All rights reserved.

[File 256] TecInfoSource 82-2008/Dec  
(c) 2008 Info.Sources Inc. All rights reserved.

[File 348] EUROPEAN PATENTS 1978-2007/ 200817  
(c) 2008 European Patent Office. All rights reserved.

[File 349] PCT FULLTEXT 1979-2008/UB=20080403UT=20080327  
(c) 2008 WIPO/THOMSON. All rights reserved.

[File 347] JAPIO Dec 1976-2007/Dec(Updated 080328)  
(c) 2008 JPO & JAPIO. All rights reserved.

[File 635] Business Dateline(R) 1985-2008/Apr 25  
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[File 570] Gale Group MARS(R) 1984-2008/Apr 23  
(c) 2008 The Gale Group. All rights reserved.

[File 387] The Denver Post 1994-2008/Apr 24  
(c) 2008 Denver Post. All rights reserved.

[File 471] New York Times Fulltext 1980-2008/May 03  
(c) 2008 The New York Times. All rights reserved.

[File 492] Arizona Repub/Phoenix Gaz 19862002/Jan 06  
(c) 2002 Phoenix Newspapers. All rights reserved.

*\*File 492: File 492 is closed (no longer updating). Use Newsroom, Files 989 and 990, for current records.*

[File 494] St LouisPost-Dispatch 1988-2008/Apr 26  
(c) 2008 St Louis Post-Dispatch. All rights reserved.

[File 631] Boston Globe 1980-2008/Apr 25  
(c) 2008 Boston Globe. All rights reserved.

[File 633] Phil.Inquirer 1983-2008/Apr 26  
(c) 2008 Philadelphia Newspapers Inc. All rights reserved.

[File 638] Newsday/New York Newsday 1987-2008/Apr 27  
(c) 2008 Newsday Inc. All rights reserved.

[File 640] San Francisco Chronicle 1988-2008/Apr 25  
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[File 641] Rocky Mountain News Jun 1989-2008/Apr 26  
(c) 2008 Scripps Howard News. All rights reserved.

[File 702] Miami Herald 1983-2008/Apr 13  
(c) 2008 The Miami Herald Publishing Co. All rights reserved.

[File 703] USA Today 1989-2008/Apr 25  
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[File 704] (Portland)The Oregonian 1989-2008/Apr 24  
(c) 2008 The Oregonian. All rights reserved.

[File 713] Atlanta J/Const. 1989-2008/Apr 24  
(c) 2008 Atlanta Newspapers. All rights reserved.

[File 714] (Baltimore) The Sun 1990-2008/Apr 25  
(c) 2008 Baltimore Sun. All rights reserved.

[File 715] Christian Sci.Mon. 1989-2008/Apr 24  
(c) 2008 Christian Science Monitor. All rights reserved.

[File 725] (Cleveland)Plain Dealer Aug 1991-2008/Apr 25  
(c) 2008 The Plain Dealer. All rights reserved.

[File 735] St. Petersburg Times 1989- 2008/Apr 27  
(c) 2008 St. Petersburg Times. All rights reserved.

[File 477] Irish Times 1999-2008/Apr 26  
(c) 2008 Irish Times. All rights reserved.

[File 710] Times/Sun.Times(London) Jun 1988-2008/Apr 25  
(c) 2008 Times Newspapers. All rights reserved.

[File 711] Independent(London) Sep 1988-2006/Dec 12  
(c) 2006 Newspaper Publ. PLC. All rights reserved.

*\*File 711: Use File 757 for full current day's news of the Independent, as well as full coverage of many additional European news sources.*

[File 756] Daily/Sunday Telegraph 2000-2008/Apr 26  
(c) 2008 Telegraph Group. All rights reserved.

[File 757] Mirror Publications/Independent Newspapers 2000-2008/Apr 27  
(c) 2008. All rights reserved.

[File 47] Gale Group Magazine DB(TM) 1959-2008/Apr 16  
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S1	68461245	S PD<19991119
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? s s1 and ((user or buyer or shopper or consumer or customer or member or reader or reviewer)(5n)(shar??? or mail??? or e-mail??? or email???)(5n)((shopping or purchas???)(3n)(list or lists or history or histories or profile or profiles or information or review)))

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5425236	USER
1515337	BUYER
222657	SHOPPER
8456258	CONSUMER
9267440	CUSTOMER
10431676	MEMBER
1343408	READER
97144	REVIEWER
28376849	SHAR???
9377612	MAIL???
18677	E-MAIL???
2648102	EMAIL???
3585127	SHOPPING
11920003	PURCHAS???
7521520	LIST
1467497	LISTS
8039992	HISTORY
252048	HISTORIES
3815508	PROFILE
2952811	PROFILES

41812060 INFORMATION

7717896 REVIEW

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READER) OR REVIEWER).....

S2 561 S S1 AND ((USER OR BUYER OR SHOPPER OR CONSUMER OR CUSTOMER OR MEMBER OR  
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22799128 PRODUCT

1650190 ITEM

7056310 BOOK

5575994 MUSIC??

1229576 SONG

1792189 MERCHANDIS???

7717896 REVIEW

3601054 REVIEWS

150671 CRITIQUE

1933755 (((((PRODUCT OR ITEM) OR BOOK) OR MUSIC??) OR SONG) OR  
MERCHANDIS???) (3N) ((REVIEW OR REVIEWS) OR CRITIQUE))

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>>>W: Duplicate detection is not supported for File 348.

Duplicate detection is not supported for File 349.

Duplicate detection is not supported for File 347.



Records from unsupported files will be retained in the RD set.

S4 11 RD (UNIQUE ITEMS)

? t s4/free/all

>>>W: "FREE" is not a valid format name in file(s): 347-349

4/8/1 (Item 1 from file: 15)

ABI/Inform(R)

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01334453 99-83849

\*\*USE FORMAT 7 OR 9 FOR FULL TEXT\*\*

IBM infoSage

Word Count: 1369 Length: 2 Pages

Nov/Dec 1996

Company Names:

IBM Corp ( Duns: 00-136-8083 Ticker: IBM )

Geographic Names: US

Descriptors: Online information services; Manycompanies; Information dissemination; Product reviews; Web sites  
Classification Codes: 9190 (CN=United States); 8302 (CN=Software and computer services); 9120 (CN=Product specific); 5250 (CN=Telecommunications systems)

4/8/2 (Item 2 from file: 15)

ABI/Inform(R)

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01030606 96-79999

\*\*USE FORMAT 7 OR 9 FOR FULL TEXT\*\*

1995 software guide: Conveying the message faster, more efficiently

Word Count: 7126 Length: 13 Pages

May 1995

Company Names:

Elefun Software

Computer Solutions Inc ( Duns: 07-660-9304 )

Haven Corp

Island Graphics Corp

Geographic Names: US

Descriptors: Direct marketing; Software packages; Product reviews; Manyproducts; Desktop publishing;  
Manycompanies  
Classification Codes: 7400 (CN=Distribution); 5240 (CN=Software & systems); 9190 (CN=United States)

4/8/3 (Item 3 from file: 15)

ABI/Inform(R)

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00995165 96-44558

\*\*USE FORMAT 7 OR 9 FOR FULL TEXT\*\*

Catalog loyalty: A pipe dream?

Word Count: 1595 Length: 3 Pages

Mar 1995

Geographic Names: US

Descriptors: Catalogs; Customer retention; Competition; Brand loyalty; Incentives; Market strategy; Guidelines  
Classification Codes: 9190 (CN=United States); 8303 (CN=Wholesale industry); 7400 (CN=Distribution); 9150 (CN=Guidelines)

4/8/4 (Item 4 from file: 15)

ABI/Inform(R)

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00554670 91-29027

\*\*USE FORMAT 7 OR 9 FOR FULL TEXT\*\*

The 1991 Guide: A Galaxy of Software Developing Programs for Desktop List Analysis Selecting the Right Software System

Word Count: 11686 Length: 15 Pages

Jun 1991

Company Names:

Uni-Mail List Corp

Fox Software

International Software Technology

Computer Solutions Inc ( Duns: 07-660-9304 )

Salinon Corp

Geographic Names: US

Descriptors: Software packages; Software reviews; Product reviews; Characteristics; Manyproducts;  
Manycompanies; Direct mail campaigns; Selection  
Classification Codes: 9190 (CN=United States); 9120 (CN=Product specific); 5240 (CN=Software & systems);  
7200 (CN=Advertising)

4/8/5 (Item 1 from file: 9)

Business & Industry(R)

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01903757 Supplier Number: 25366031 (USE FORMAT 7 OR 9 FOR FULLTEXT)

Book Sales Are Down As Publishers' Prices Continue Their Ascent

July 16, 1999

Word Count: 577

Special Features: Table

Industry Names: Publishing; Retailing non-food

Product Names: Books (273000); Book stores, new books and magazines (594200)

Concept Terms: All company; All market information; E-Commerce; Market share; Trends  
Marketing Terms: All media; All product marketing; All research; Consumer behavior; Distribution channels;  
Public opinion; Internet  
Geographic Names: North America (NOAX); United States (USA)

4/8/6 (Item 1 from file: 621)

Gale Group New Prod.Annou.(R)

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01102727 Supplier Number: 40724212 (USE FORMAT 7 FOR FULLTEXT)

NEW ON-LINE SERVICE GIVES TRI-STATE RESIDENTS ARMCHAIR ACCESS TO INFORMATION,  
SHOPPING AND MORE

March 21 , 1989

Word Count: 626

Publisher Name: PR Newswire Association, Inc.

Company Names: \*International Business Machines Corp.; Prodigy Services Co.; Sears, Roebuck and Co.

Event Names: \*360 (Services information )

Geographic Names: \*1USA (United States); 1U2PA (Pennsylvania )

Product Names: \*4811520 (Online Services)

Industry Names: BUS (Business, General); BUSN (Any type of business )

NAICS Codes: 514191 (On-Line Information Services )

Ticker Symbols: IBM; S

Trade Names: PRODIGY

4/8/7 (Item 1 from file: 636)

Gale Group Newsletter DB(TM)

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04505796 Supplier Number: 57816844 (USE FORMAT 7 FOR FULLTEXT)

The Internet takes the customer relationship to new dimensions; A new report from Cranfield School of  
Management looks at how IT can be used to increase marketing effectiveness.

Oct 23 , 1999

Word Count: 1702

Publisher Name: Centaur Publishing Ltd.

Industry Names: ADV (Advertising, Marketing and Public Relations); BUSN (Any type of business); INTL  
(Business, International )

4/8/8 (Item 1 from file: 148)

Gale Group Trade & Industry DB

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03860861 Supplier Number: 07122000 (USE FORMAT 7 OR 9 FOR FULL TEXT )

New on-line service gives tri-state residents armchair access to information, shopping and more.  
(Pennsylvania, New Jersey, Delaware)

March 21 , 1989  
Word Count: 692 Line Count: 00058  
Company Names: Prodigy Services Co.--Services  
Industry Codes/Names: BUS Business, General  
Descriptors: Computer communications equipment industry--Services  
Product/Industry Names: 3661 Telephone and telegraph apparatus  
File Segment: NW File 649

4/8/9 (Item 2 from file: 148)  
Gale Group Trade & Industry DB  
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03849494 Supplier Number: 07060322 (USE FORMAT 7 OR 9 FOR FULL TEXT )  
Prodigy service comes to Washington. (Washington, D.C.)

Feb 27 , 1989  
Word Count: 472 Line Count: 00039  
Company Names: Prodigy Services Co.--Management  
Industry Codes/Names: BUS Business, General  
Descriptors: Information services--Management  
Trade Names: Prodigy (Videotex system)--Distribution  
File Segment: NW File 649

4/8/10 (Item 1 from file: 20)  
Dialog Global Reporter  
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02982264 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
Managing in the Marketspace: The Economics of Portals

In a classic demonstration of the medium being the message, portal sites on the Net perform several roles at once. And this multiplicity of functions will influence the course of e-commerce in future.

September 25, 1998  
Word Count: 1143  
Company Names: Yahoo! Inc  
Descriptors: Science--&--Technology; General--News; Market--Data; Marketing; Company--News  
Country Names/Codes: United States of America (US )  
Regions: Americas; North America; Pacific Rim  
SIC Codes/Descriptions: 7375 (Information Retrieval Services)

>>>W: "FREE" is not a valid format name in file(s): 347-349

? t s4/k/all

4/K/1 (Item 1 from file: 15)

ABI/Inform(R)

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Text:

...per-view basis, plus on-request stock quotes and Special Edition newsletters, delivered by e-mail, on broadinterest topics like personal finance, work and the workplace, new software and consumer shopping.

The basic Profile Editor, which is accessed directly from the infoSage Web site, is the fastest, though not...

Descriptors:

...Product reviews;

4/K/2 (Item 2 from file: 15)

ABI/Inform(R)

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Text:

...Computer Solutions, Inc.

Type: Retail Trade

Source Language: RPG 400

Release Date: 1990

Description:

Catalog/mail order system. IBM/SAA compliant; Includes OE and fulfillment, customer service, purchasing, inventory management, mail list management, credit card processing, AR, AP, GL, bar code, and electronic credit card support modules...

Descriptors:

...Product reviews;

4/K/3 (Item 3 from file: 15)

ABI/Inform(R)

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Text:

...and good selling copy.

\* Give the customer a strong, no-questions-asked, guarantee.

\* Capture detail purchase history; on your buyer database, and then use it in your segmentation system and mailing plan.

While all these concepts are still valid, I'm not certain that they are... average order values.

Here some other ideas to consider testing.

\* A customer advisory board to review product and communications programs.

\* Special volume pricing, i.e., the more you buy the better the...

4/K/4 (Item 4 from file: 15)

ABI/Inform(R)

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Text:

...Corp., 1238 N. Pennsylvania St., Indianapolis, IN 46202

\* 317/631-0907

Package features: A comprehensive mail order management software package that automates the functions of order entry, customer service, order fulfillment, inventory control, purchasing, mailing list management and marketing analysis.

Specs: Operates under the UNIX operating system on hardware platforms ranging...

Descriptors:

...Product reviews;

4/K/5 (Item 1 from file: 9)

Business & Industry(R)

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ABSTRACT:

...as software and videos. Some 54% of book purchases are planned, while 46% are impulse purchases. Tables list share of consumer adult book purchasing by outlet and category for 1994-98 and reasons for book purchases.

TEXT:

...MOTIVATION

Book cover art caught my eye	13%
Book's price	12%
Read/heard/saw review	11%
Book recommended by someone I know	8%
Read/heard/saw advertisement	7%
Book prominently displayed	7...

4/K/6 (Item 1 from file: 621)

Gale Group New Prod.Annou.(R)

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...information, communications, shopping and transactions  
all with the simple push of a computer key.

Electronic mail. Consumer Reports product  
reviews. Stock quotes from  
Dow Jones. Reservations on some 300 airlines, available through EASY  
SABRE. Travel...

19890321

4/K/7 (Item 1 from file: 636)

Gale Group Newsletter DB(TM)

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...a call centre knows about a product information request that was sent  
yesterday by e-mail, and a sales representative in the field can  
call on information about previous purchases and  
customer profitability to assist judgements about discount levels.

This integration is as important with the Internet...an order placed  
earlier, ask for recommendations of books similar to a favourite, or read  
reviews of a book placed by other customers.

The bookstore can also use its knowledge of customers to notify...

19991023

4/K/8 (Item 1 from file: 148)  
Gale Group Trade & Industry DB  
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...information, communications, shopping and transactions -- all with the simple push of a computer key.

Electronic mail. Consumer Reports product reviews. Stock quotes from Dow Jones. Reservations on some 300 airlines, available through EASYSABRE. Travel...

19890321

4/K/9 (Item 2 from file: 148)  
Gale Group Trade & Industry DB  
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...information, communications, shopping and transactions -- all with the simple push of a computer key.

Electronic mail. Consumer Reports product reviews. Stock quotes from Dow Jones. Airline reservations. Educational fun with Weekly Reader. Shopping at Sears, J.C. Penney and more. These are just some of the features...

19890227

4/K/10 (Item 1 from file: 20)  
Dialog Global Reporter  
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(USE FORMAT 7 OR 9 FOR FULLTEXT)

...the entry-barriers are rising. Already, portals include search facilities, shopping bots that allow the customer to type in a shopping list and obtain a list of competitive quotes, free e-mail, the ability to host other businesses, and messaging. Typically, the strategy is to use these...

...Noble to enable readers turning the pages-or, more appropriately, scrolling the screens-of its book-reviews section to access the site, and order books. While companies like Yahoo! have been accumulating...

19980925



4/K/11 (Item 1 from file: 349)

Fulltext available through: [Order File History](#)

PCT FULLTEXT

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	Country	Number	Kind	Date
Patent				19

Detailed Description:

...only after they handed cash over to a seller. Although information utility 200 may deliver information by transferring physical "things" such as electronic storage media, the virtual distribution environment 100 facilitates...

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4/7/7 (Item 1 from file: 636)

Gale Group Newsletter DB(TM)

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04505796 Supplier Number: 57816844 (THIS IS THE FULLTEXT)

The Internet takes the customer relationship to new dimensions; A new report from Cranfield School of Management looks at how IT can be used to increase marketing effectiveness.

Brand Strategy , p NA

Oct 23 , 1999

Text:

The integrated marketing communications movement of recent years has spread the realisation that the use of addressable media such as direct mail needs to be carefully co-ordinated with that of mass media, if brand awareness and attitudes are to be reinforced rather than undermined. The Internet extends this need for integrated thinking, being at once a medium for mass communication and one supporting rich individual interactions.

Even those fmcg marketers for whom mass media have traditionally been dominant are quite rightly becoming involved in shaping their organisations' Internet strategies, as they recognise that the low unit

cost of Internet-enabled customer contacts allows the possibility of more extensive communication with consumers, as well as immediate customers, than was previously economic.

What are the variables to be considered in such an Internet strategy? What is the equivalent of marketing's four 'P's?

Our six 'I's model, shown below, summarises the major areas which need to be considered when enabling marketing with IT in general, or the Internet in particular.

#### Integration

Today's companies pay lip-service, at least, to the need to build long-term customer relationships. A corner shop can achieve this through the information in the owner's head about each customer's likes and dislikes.

But for larger organisations, customer relationship management implies the need for systems which manage data throughout the customer life-cycle, from initial contact, through information exchange and sales, to delivery and post-sales service.

The multiple channels by which the consumer increasingly demands to be able to reach the supplier implies that this data must also be integrated across communication mechanisms, so a customer service representative working in a call centre knows about a product information request that was sent yesterday by e-mail, and a sales representative in the field can call on information about previous purchases and customer profitability to assist judgements about discount levels.

This integration is as important with the Internet as with any other communication medium, a fact often lost on companies who delegate the web site to enthusiasts in an isolated corner of the organisation, or outsource its development and operations with minimal provision for information transfer - hence repeating the mistakes often made in the early days of the call centre, or for that matter the mistakes still being made with loyalty cards.

It is all too easy to advertise one's products on the web with no attempt to gather vital customer information, obtain customer feedback, utilise existing knowledge about the customer, or exploit the web's interactive nature - our next topic - to add value

#### Interactivity

Knowing your customers means closing the loop between the messages sent to them and the messages they send back. It has been said that this is the age of addressability, as organisations target individual customers through direct mail and call centres.

Although there will continue to be many occasions when the limited interactivity of the reply coupon is both sufficient and appropriate, the interactive nature of the Internet readily supports the further step of a relationship-building dialogue.

Consider the web sites of online bookstores, where the customer can search for books on particular topics, track the status of an order placed earlier, ask for recommendations of books similar to a favourite, or read reviews of a book placed by other customers.

The bookstore can also use its knowledge of customers to notify them by e-mail if a new book appears on a topic of interest to them.

#### Individualisation

Integrated information about the customer provides the basis for individualising the product or associated services.

Levi's allows jeans to be ordered over the web to the customer's measurements at a small premium over standard prices. CDs can be 'cooked' to order, by selecting the tracks you want in the order you want.

The web site of the direct marketing computer manufacturer Dell is worth a look for ideas on individualisation.

A configuration service helps customers to design the right computer for them, and then prices the resulting package, taking into account company discounts negotiated with Dell's small field sales force (note the integration across channels).

The order can be placed online, or printed out and placed by fax, post or the telephone (more integration). The order's status can be checked online, and once the computer arrives, online support is available.

It's no coincidence that before the web arrived Dell had years of telemarketing in which to practice sharing information about the customer across the organisation to provide the foundation for individualisation.

#### Independence of location

What's the difference between shoes made to measure by the village cobbler and a kitchen made to order by an Internet design service?

Both achieve individualisation, but the latter combines it with post-industrial revolution economies-of-scale.

It is able to do this because the design service can serve a widely-spread geographical population, using the data transport provided by the Internet and the physical transport of our late 20th century infrastructure, plus a database-driven manufacturing facility.

Independence of location allows individualisation to be achieved economically. Niche products can serve their target markets even if spread globally.

To what extent can physical products become independent of location?

The distribution channel has often been inseparable from the sales channel: think of car dealerships or supermarkets.

To exploit the Internet's potential involves looking at whether the two are more effective together, separate, or in some new configuration. Consider bookstores again (see top figure above).

Badly rattled by Amazon.com, the US bookstore chain Barnes & Noble has played 'me-too' on its web site since its launch in March 1997, copying initiatives by Amazon as quickly as possible to neutralise its advantage.

What differences remain between them?

Amazon was founded in close physical proximity to a book wholesaler, only stocking itself with the 1,000 top sellers.

Barnes & Noble, by contrast, has its own distribution network, designed for supplying its shops, with huge stocks, often enabling it to get books out faster than Amazon.

Amazon is also vulnerable to competition from other web-based retailers who draw on the same wholesalers, and to Barnes & Noble's defensive acquisition of those wholesalers.

Both have been forced to buy visibility expensively on the Internet, through deals with portals and advertisements on other sites, as well as equally expensive printed media advertising.

Amazon continues to innovate and diversify in an attempt to maintain

its differentiation.

It also set up an associates programme, whereby any other site - say, a business school's - can point its web site visitors to Amazon.com to buy books by its faculty, in exchange for 8% of the resulting revenue.

Amazon's aggressive strategy has led to high growth, but at the expense of continuing losses, its latest quarterly report acknowledging no likelihood of breaking even in the foreseeable future, as fierce competition ensures rock-bottom online prices.

The details of this fight are rapidly changing, but whatever the result, the story illustrates the falsehood of the myth that all participants in the online market have equal share of voice.

On the web as elsewhere, the fight for visibility can be an expensive one. Physical considerations of distribution are still key to both these market leaders, but for both the chain to the customer is being redrawn to exploit economies for both consumer and supplier in information flows.

#### Intelligence

Better customer data can improve decisions on marketing strategy. A major computer manufacturer discovered in a marketing planning exercise that the market's buying criteria really segmented according to the application for which the computer was used - accounting, stock control, marketing and so on. But it had no data on this: all its records were by company name and hence industry segment.

Remedying this involved changing its order taking procedures to track at the time of purchase what use was envisaged by the customer.

This extra data had to be gathered whatever channel was used for placing the order - distributors, direct sales force, telesales or the Internet - illustrating again the importance of data integration.

This information could then be aggregated to enable more effective planning, and to support new initiatives to serve particular target segments more effectively.

Another company we interviewed, a UK bank, is using intelligence from an integrated marketing database to inform its channel mix.

Customer lifetime value informs such decisions as whether a face-to-face meeting with a financial adviser should be proposed, while geodemographic data is used to profile existing customers of its Internet

banking service and hence to decide which of its other customers to contact about the service.

#### Industry restructuring

Already, some industries are being restructured as organisations redefine themselves to take advantage of IT-enabled marketing, or are replaced by newcomers who operate according to the new rules.

In retail financial services, telephone bankers such as First Direct can be seen as the first, comparatively modest step towards the breakdown of the dominance of the 'one-stop-shop' local bank branch.

Other challenges to the traditional banks include competitors who are setting up banking services on the Internet, forcing the major clearers to respond with their own Internet services.

A study in North America conducted in 1997 calculated costs of one cent for a transaction conducted over the Internet, as opposed to \$1.07 for a branch transaction and 27 cents for an ATM. New electronic intermediaries

are appearing which will search for the best live quote from a range of life insurance companies.

The future shape of the retail financial services industry is difficult to predict - one speculative possibility is illustrated on page 5 - but it is certain to differ from its current configuration.

#### Conclusions

We have seen that the Internet can be used as part of a strategy for IT-enabled marketing based on integration of customer data, providing interaction with the customer, allowing individualisation of the product or surrounding services, contributing to information needed for planning purposes and reducing the constraints of location.

If integrated databases provide the means by which information is co-ordinated and distributed within the organisation, the Internet allows this information to be electronically disseminated to customers and, in return, added to.

The Internet provides a new communication channel with quite different advantages and disadvantages from the alternatives. While by no means always appropriate for a given customer interaction, it has sufficient uses to be irrelevant to none, and for some industries a cause of fundamental reshaping.

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